

# Toyota Mobility Concept



AUTOMOTIVE  
COMPANY

***1.0*** Expanding car value

TRANSITIONING CARS to MOBILITY

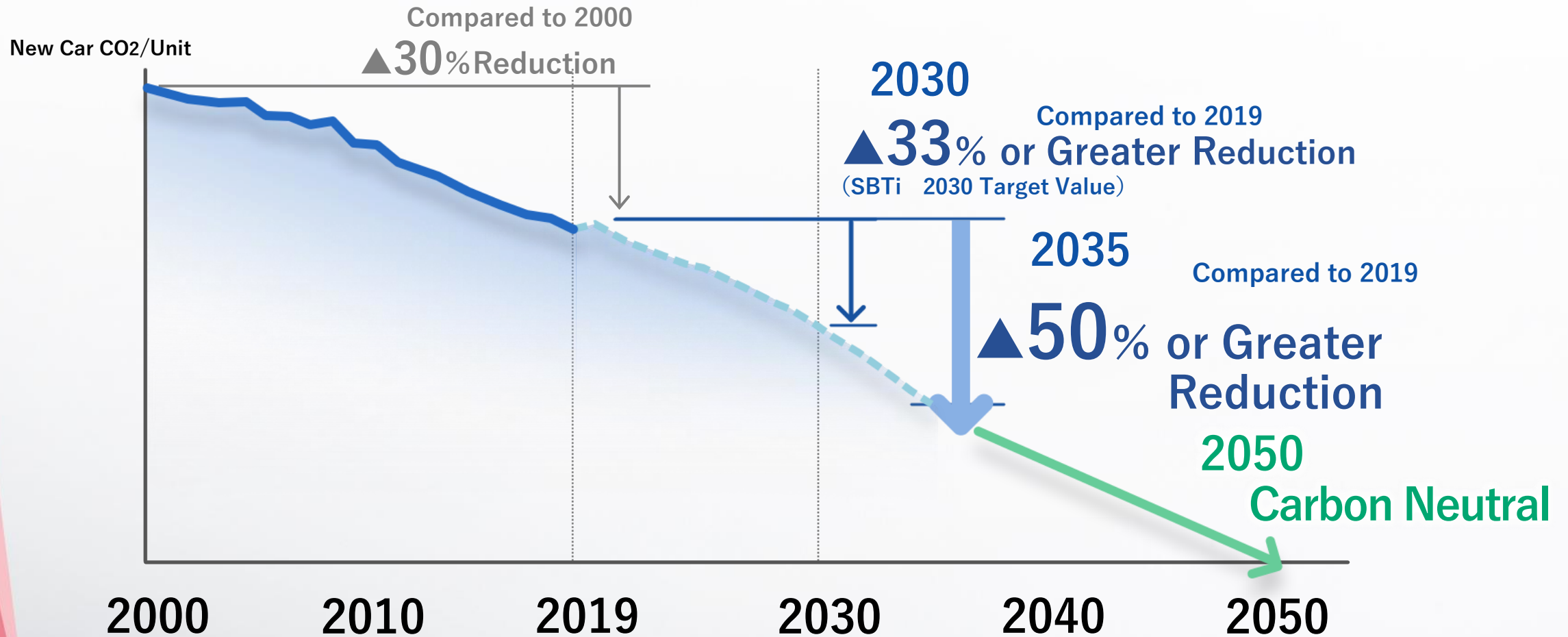
***2.0*** Expanding Mobility

EXPANDING MOBILITY ACCESS

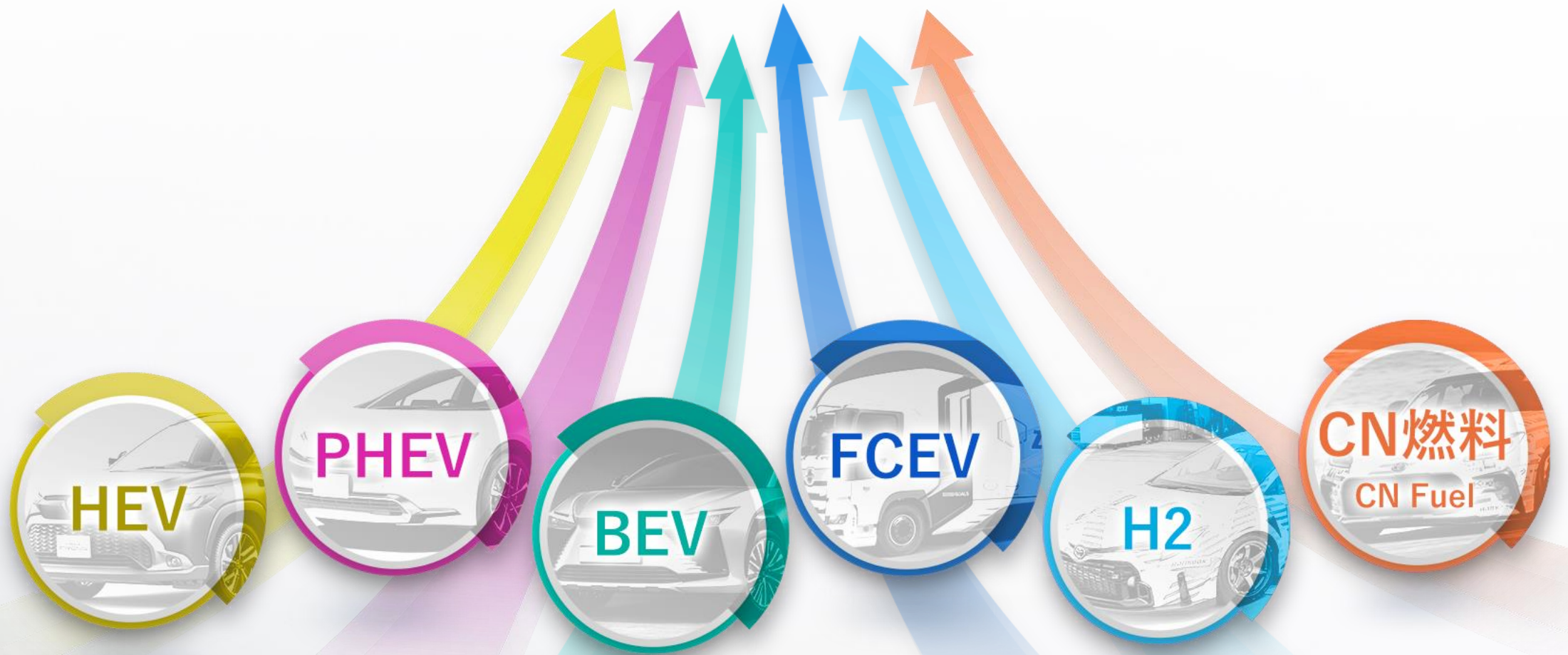
***3.0*** Social Systematization

SYNERGY OF MOBILITY & INFRASTRUCTURE

# CO<sub>2</sub> Reduction Target (Global)



# Multi-Pathway



**BEV  
Base Volume**




**2026**

•

**1.5 million**



# Expand BEV Line-ups

	Existing Models	Additional Models by 2026
Luxury	 <p>RZ UX</p>	
SUV	 <p>bZ4X</p>	 <p>3-row SUV</p>
Compact/ Sedan	 <p>bZ3</p>	<p>Compact Cars for Emerging Markets</p>
Commercial/ MPV	 <p>Proace</p>	 <p>IMV BEV</p>
Sports		

**Adding 10 models**

# 3 platforms

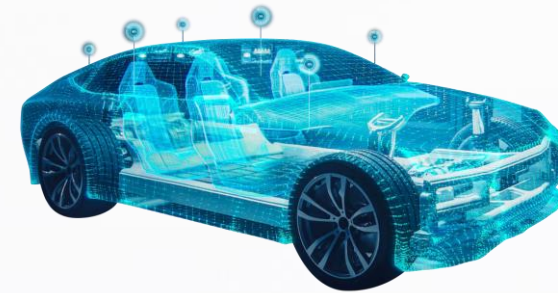
Software platform

+

Electronic platform

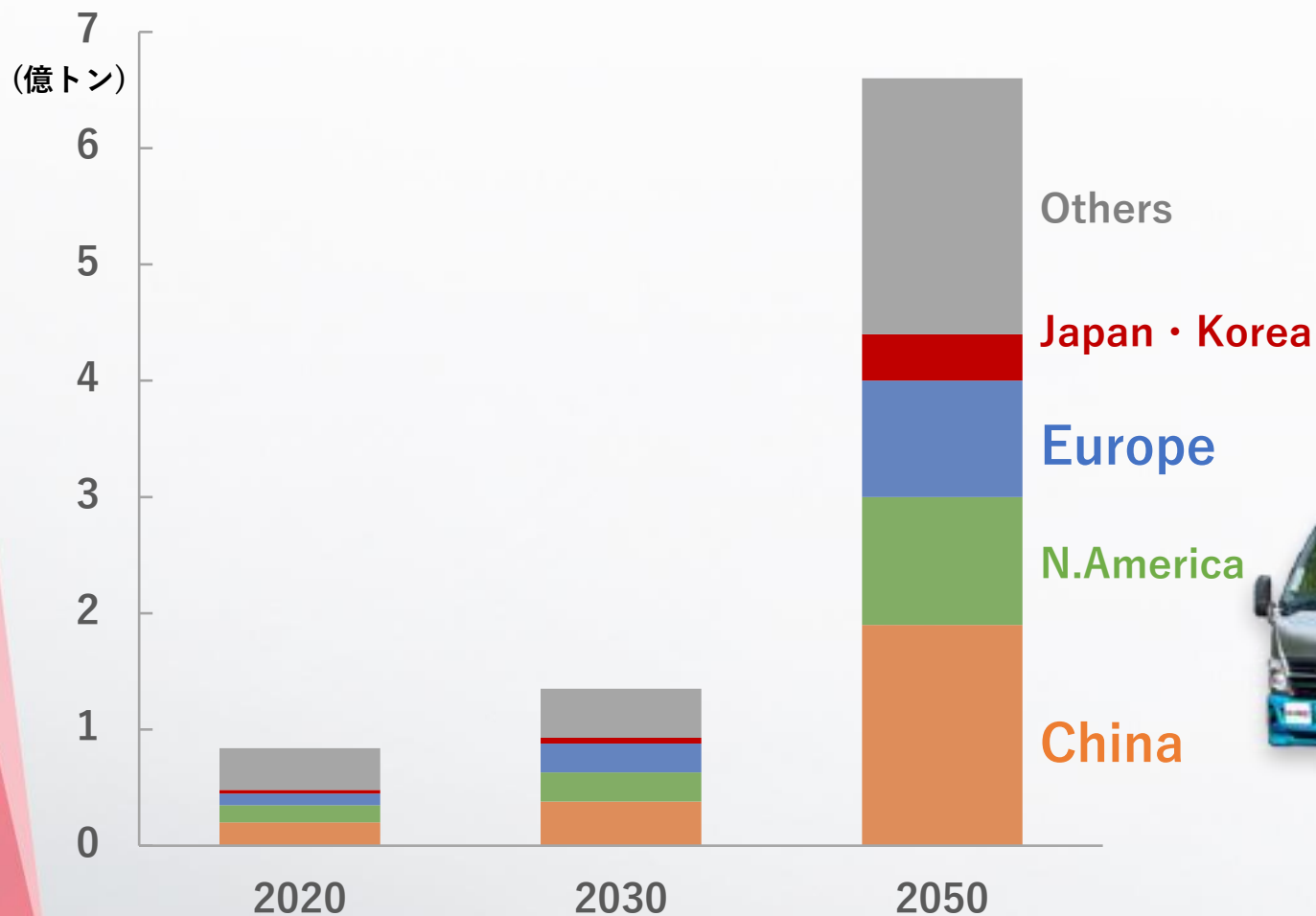
+

Body and Chassis



# Hydrogen Society

## 【Hydrogen consumption forecast】



Source : McKinsey・Hydrogen Council



# Hydrogen Society





# Social Implementation in Thailand



## Mobility solutions

Providing a variety of electrified vehicles and mobility tailored to local needs



## Data solutions

Utilization of connected technologies to streamline the flow of goods and people



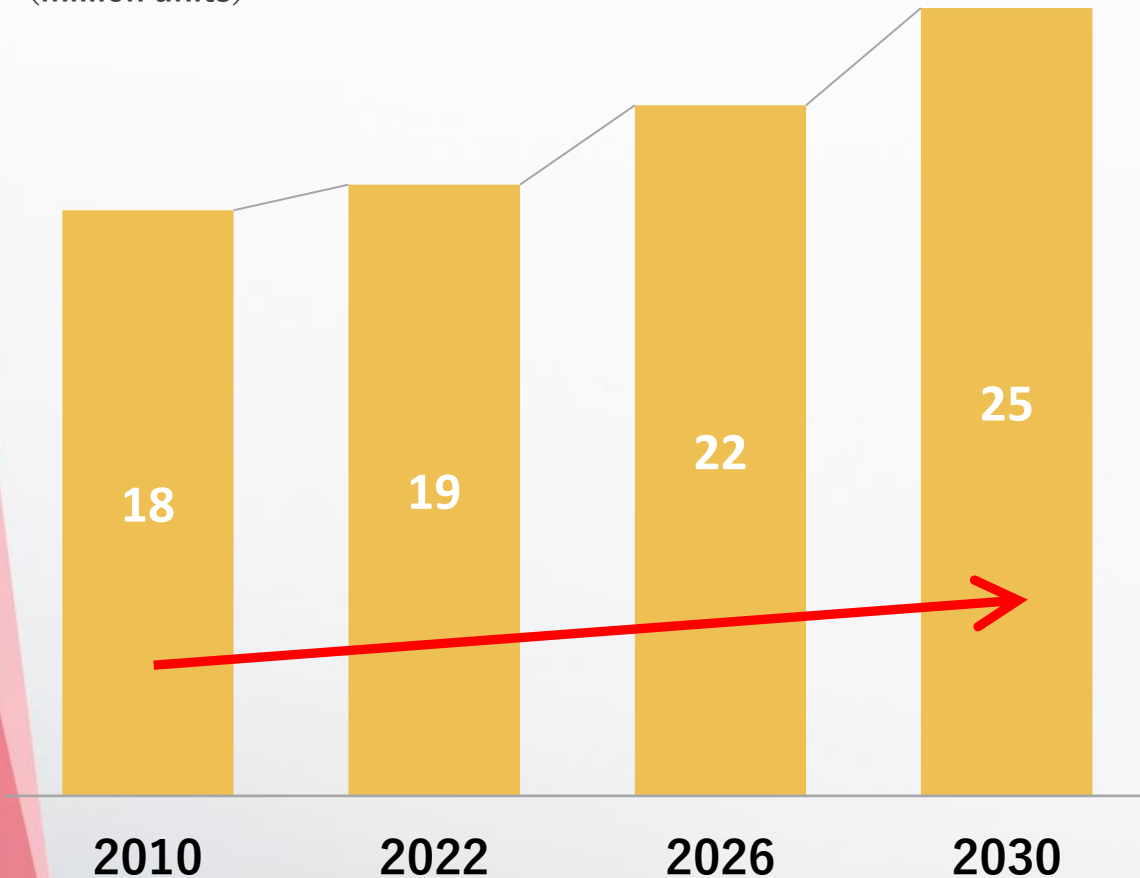
## Energy solutions

Utilization of hydrogen and other forms of renewable energy

# Asia/Emerging Markets • HEV Market Growth Outlook

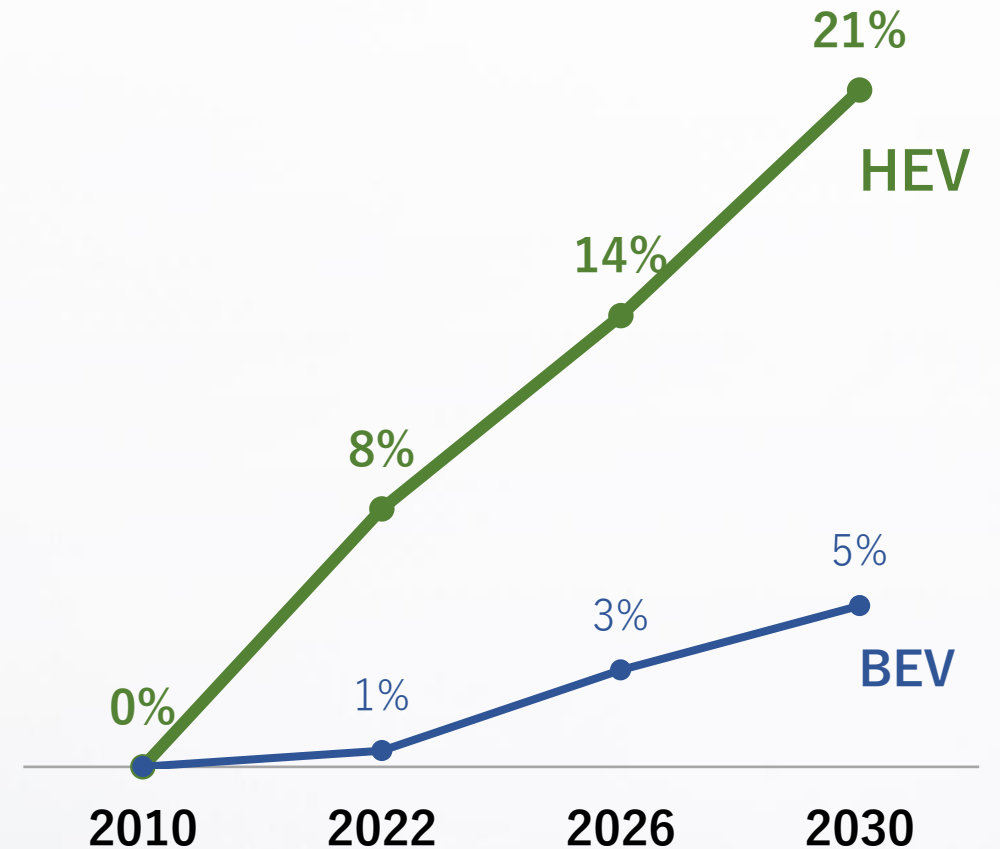
## Asia/Emerging auto market outlook

(million units)



## Electrified vehicle market forecast for Asia

(percentage within the whole market)



Customers

Tax payments

Shareholder returns  
1 trillion yen every year

Shareholders

Enhancing  
Capacity to Earn



Future Investment

Government

Asia/Emerging markets, HEV  
TPS/cost improvement, Value Chain

Carbon Neutral/Electrification  
Software/Mobility

Research and Development Expenses + Capital Investment

3.1 trillion yen (FY24/3 forecast)

Employees

Suppliers

Purchases

Sustainable Growth